

DEFENCE



DÉFENSE

## *C<sup>2</sup> Policy: What's it for?*

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# What is Policy?

- A set of guidelines or courses of action oriented towards a long-term purpose or, in some cases, towards a particular problem.
- Policy should be:
  - Permissive, empowering, and provide the boundary conditions from which acceptable solution spaces can be derived
- Policy should not be:
  - Exhaustive, dictatorial, overly limiting
- Government and organization policy is written
  - *by* people *for* people



# What is C<sup>2</sup>?

- Proliferation of acronyms (e.g., C4ISR, C3I, etc)
- Doctrinal definitions often redundant and circular (e.g., NATO)
- C2 often defined in terms of information management or decision support systems
- C2 definitions need to be coherent, unique and capture the fundamental principles
  - Command
  - Control
  - Command and Control (C<sup>2</sup>)



# Conceptual Framework for C<sup>2</sup>

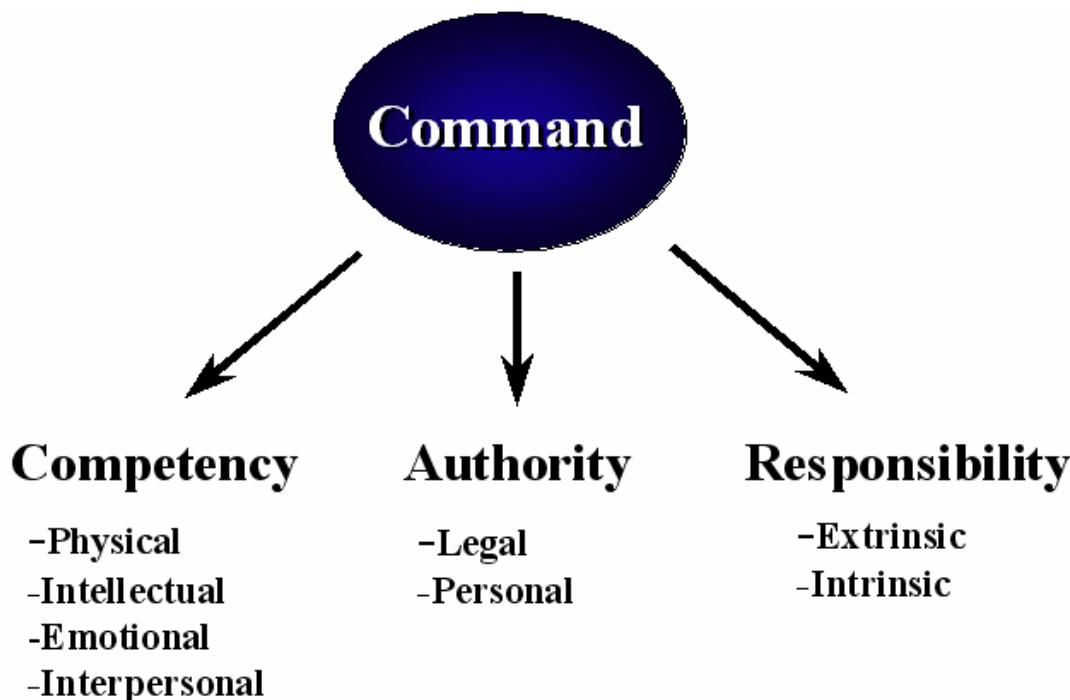
## Command

**The creative and purposeful exercise of legitimate authority to accomplish the mission legally, professionally and ethically.**



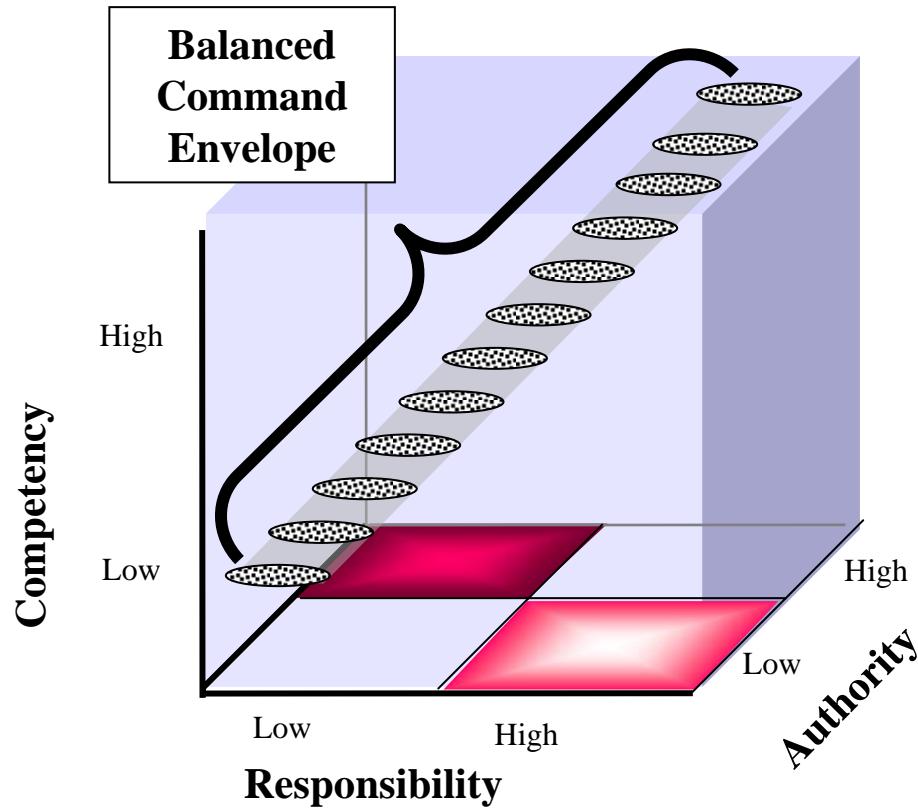
# Dimensions of Command

**The creative and purposeful exercise of legitimate authority to accomplish the mission legally, professionally and ethically.**



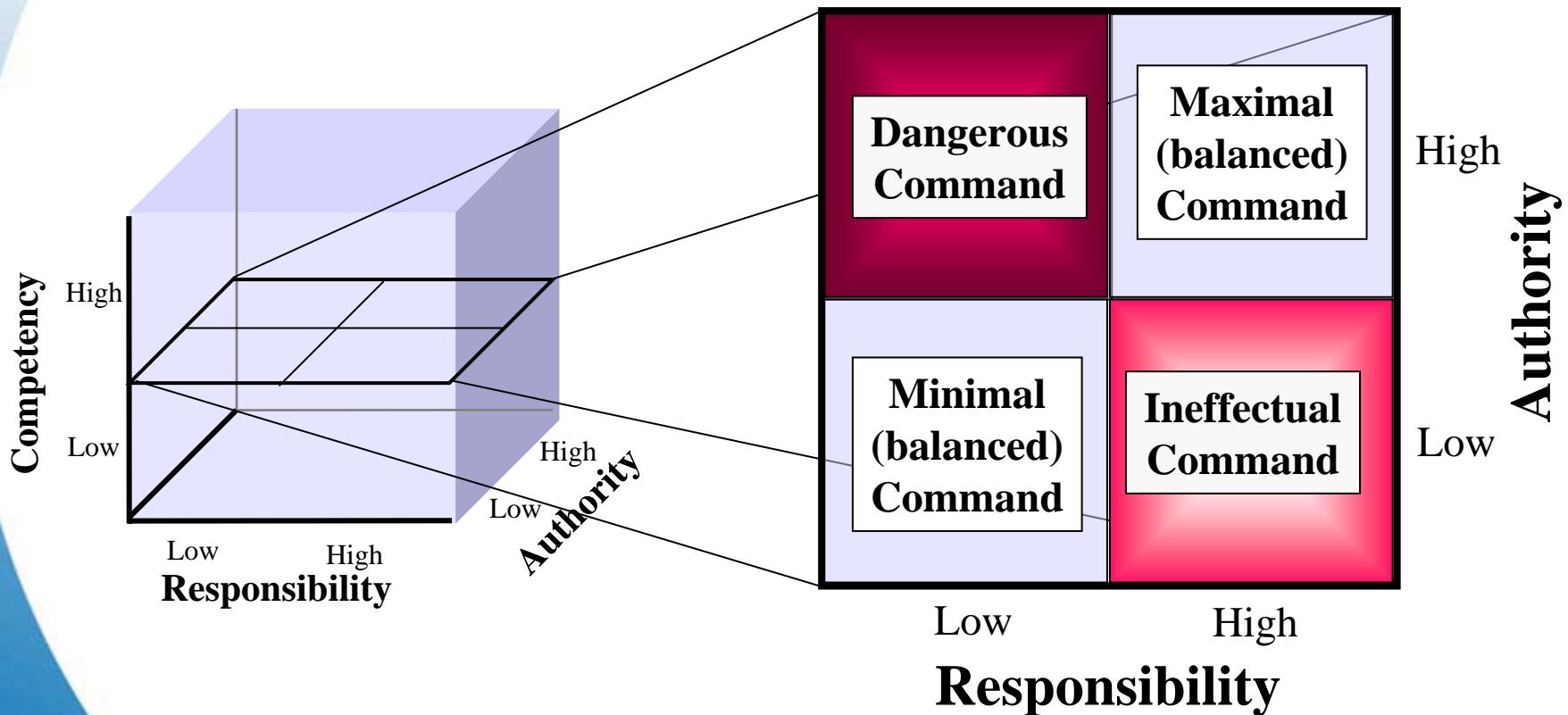


# Balanced Command Envelope



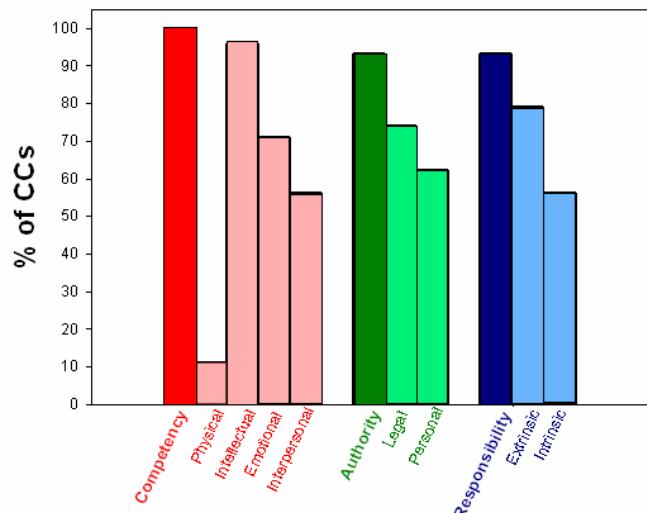
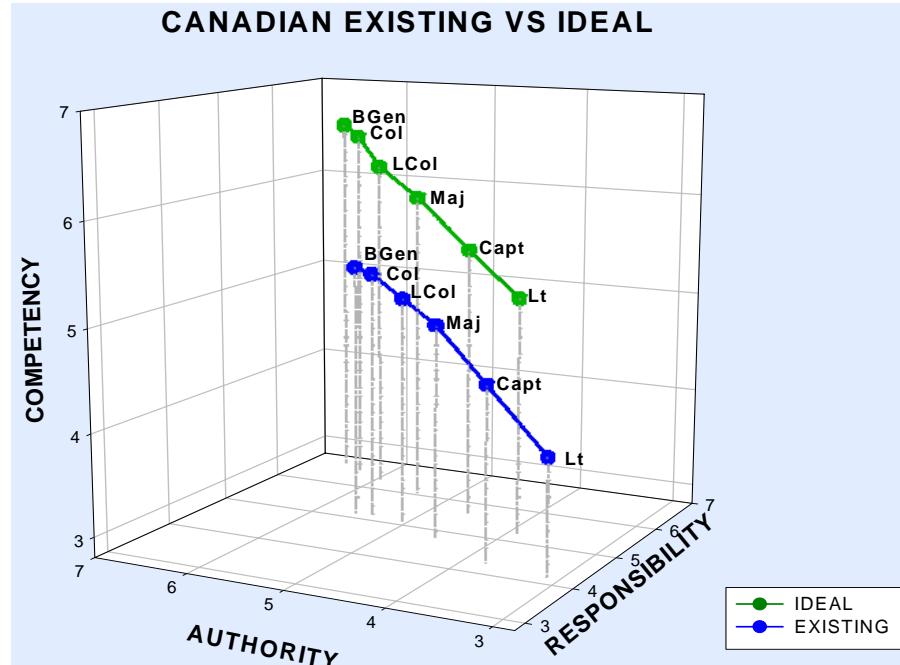
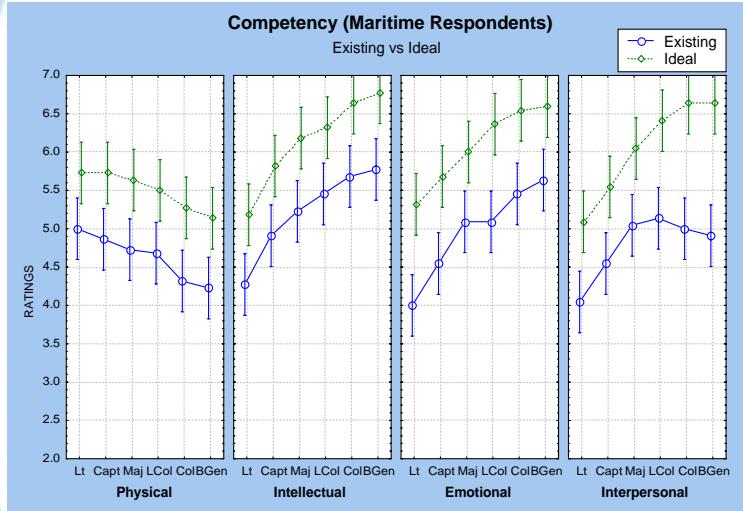


# Authority/Responsibility Surface





# Measurable Command Concepts





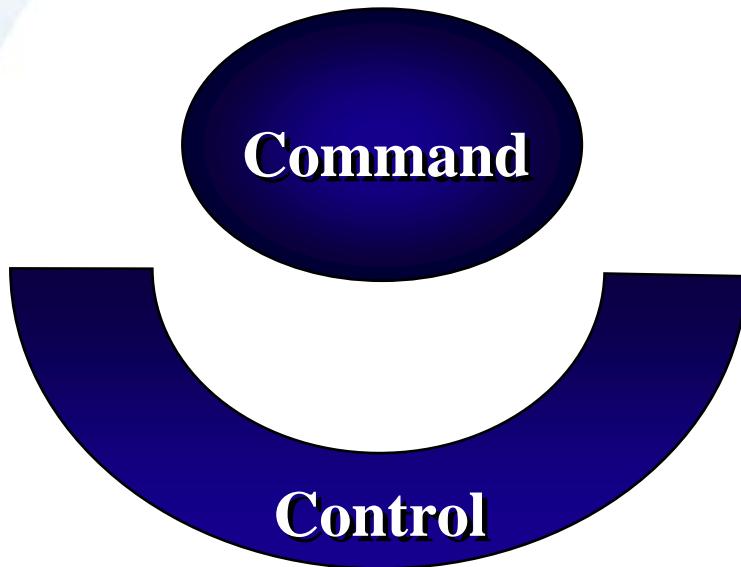
# Command Creativity and Will

**The creative and purposeful exercise of legitimate authority to accomplish the mission legally, professionally and ethically.**

- Human creativity and will are the most important factors for mission success
  - Extremely underemphasized in most discussions of C<sup>2</sup>



# Conceptual Framework for C<sup>2</sup>



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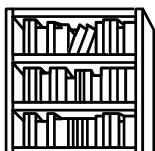
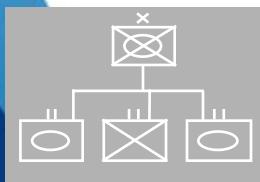
Those structures and processes devised by Command to enable it and to manage risk.

# Control

## Structure and process

Rules & Procedures

Organization

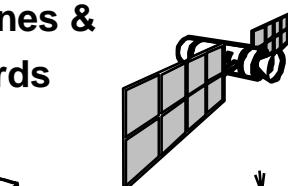


Doctrine

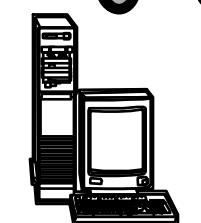
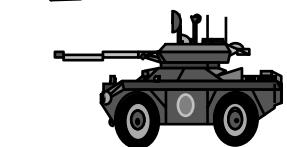
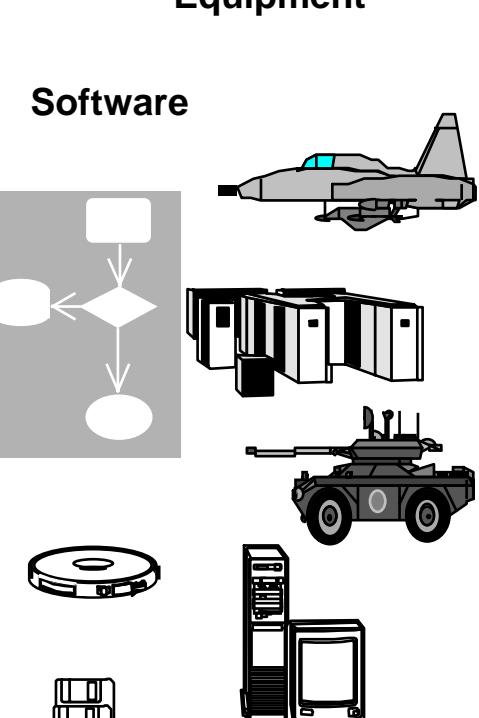
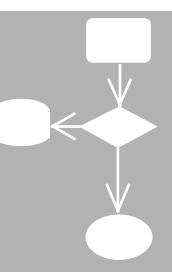
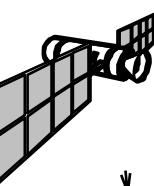
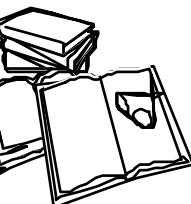


SOPs, ROEs

Guidelines & Standards

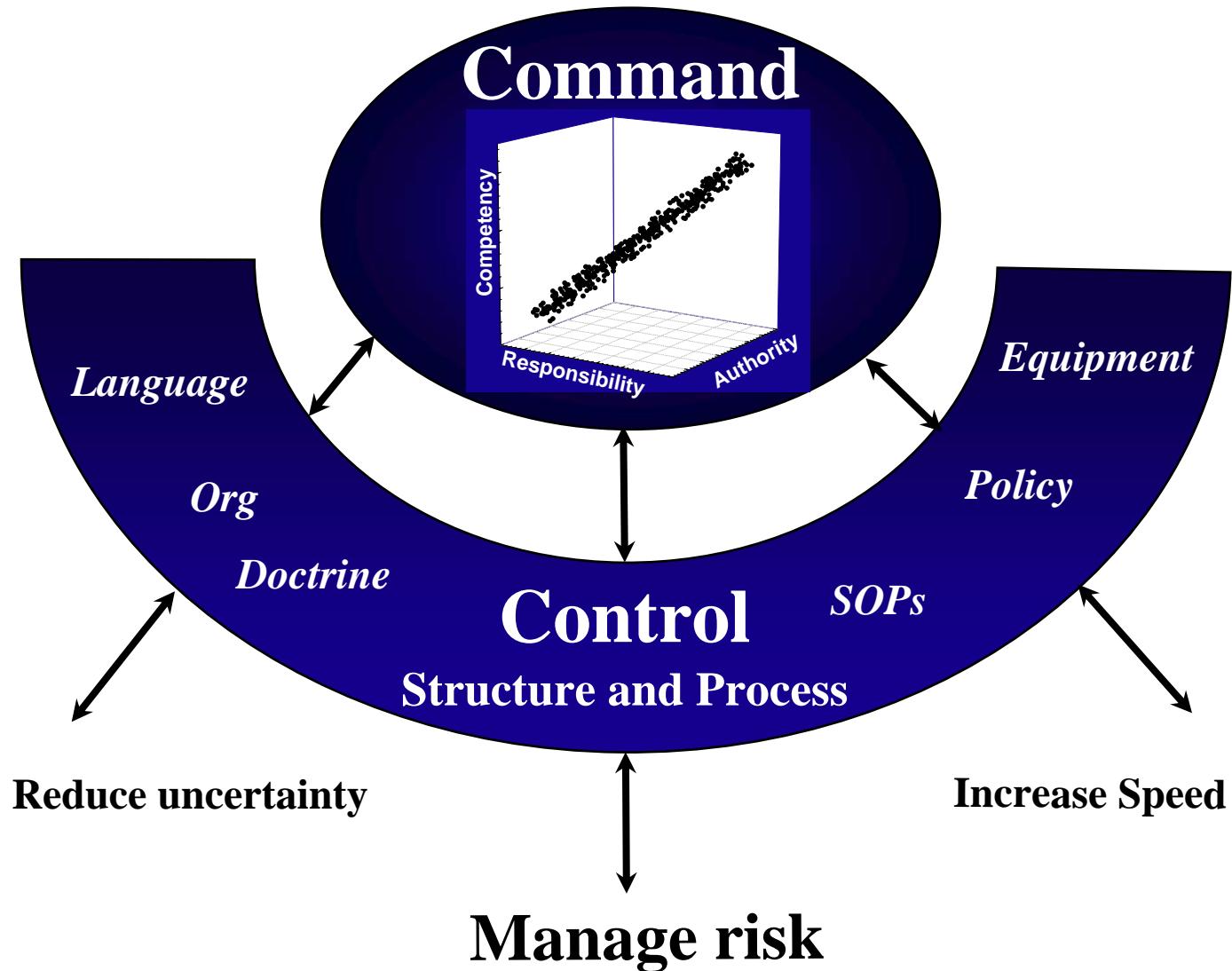


Communication protocols



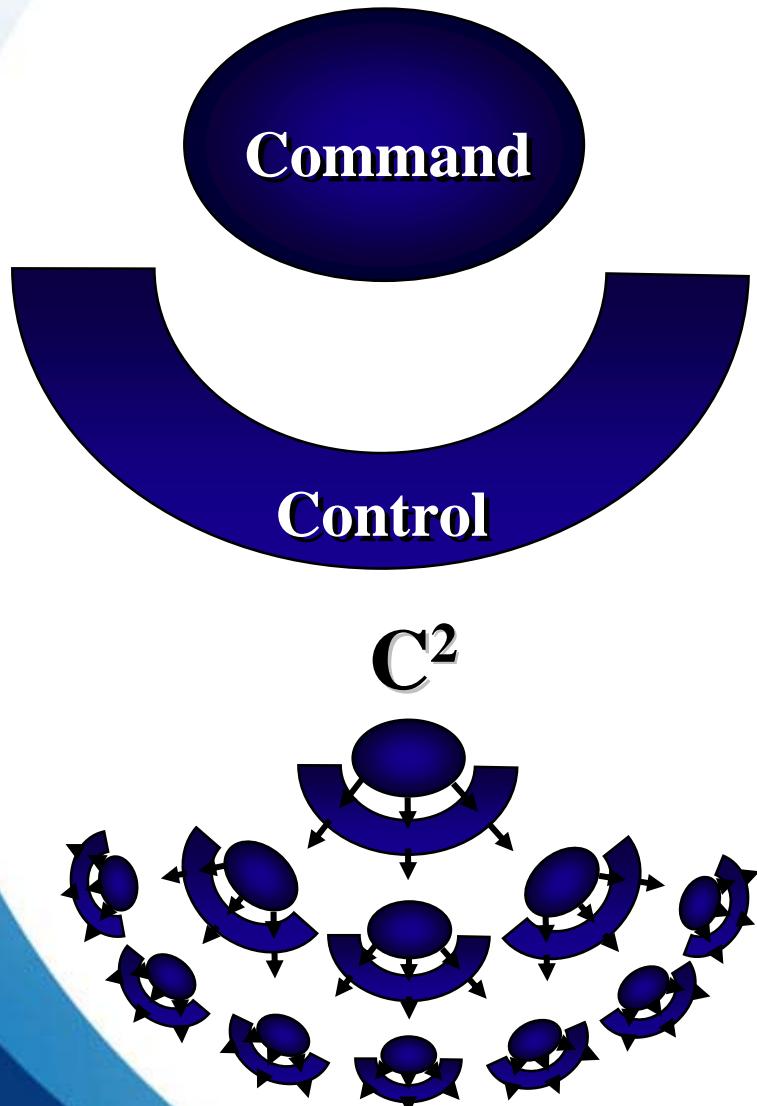


# Command and Control Relationship





# Conceptual Framework for C<sup>2</sup>

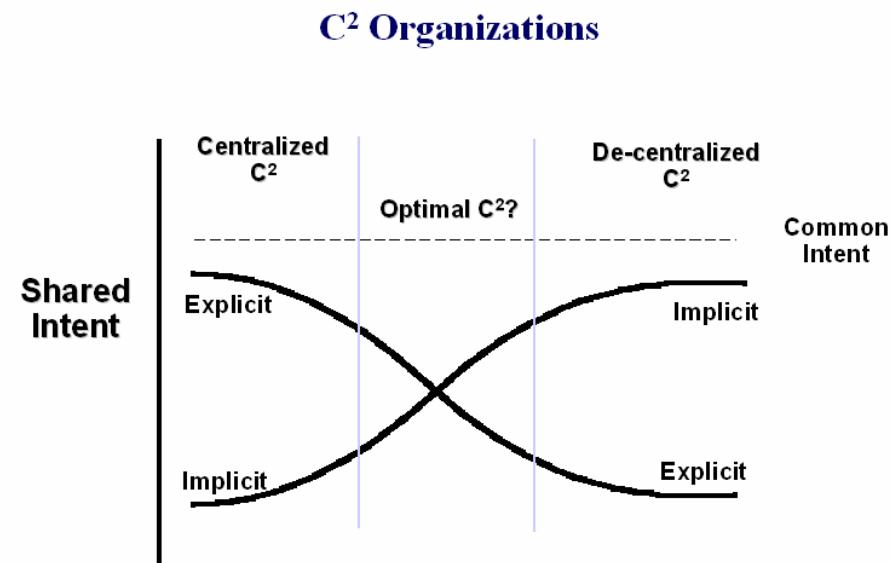
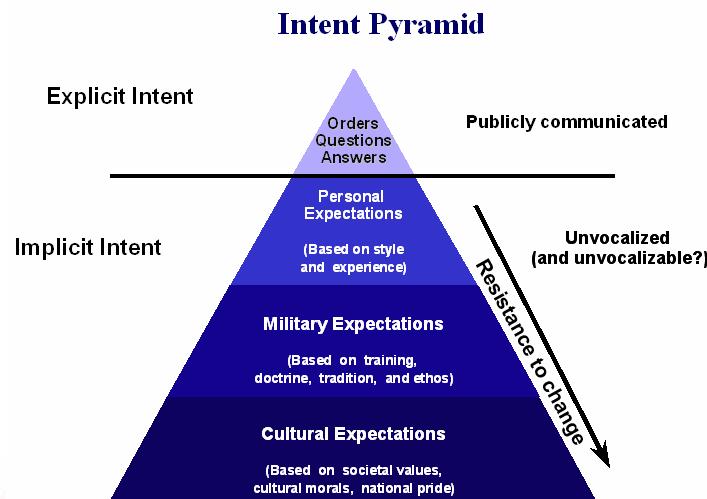


**The creative and purposeful exercise of legitimate authority to accomplish the mission legally, professionally and ethically.**

Those structures and processes devised by Command to enable it and to manage risk.

The establishment of common intent to achieve coordinated action.

## The establishment of common intent to achieve coordinated action.





# C<sup>2</sup> Policy: What's it for?

- Military C<sup>2</sup> Policy exists to answer two fundamental questions:
  - 1) How can military organisations encourage creative command while also controlling command creativity?
  - 2) How can coordinated action be achieved among all of these creative wills?

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